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ABSTRACT

This document contains focus statements, priorities statements, and lists of priority actions planned in the 1996 fiscal year and of projected actions planned for the next 1-year to 5-year periods from each of 12 public universities in Illinois. Focus statements are brief and typically address the type of student population served, the type of campus, and major areas in which degrees are offered. Priorities statements are longer and usually identify such goals as improvement of educational quality, recruitment of highly qualified and diverse faculty and students, technological advancement, and research and development initiatives. Some priorities statements also identify specific actions related to priority areas with projected dates for their accomplishment. Included are submissions from: (1) Chicago State University; (2) Eastern Illinois University; (3) Governors State University; (4) Illinois State University; (5) Northeastern Illinois University; (6) Northern Illinois University; (7) Western Illinois University; (8) Southern Illinois University at Carbondale; (9) Southern Illinois University at Edwardsville; (10) University of Illinois at Chicago; (11) University of Illinois at Springfield; and (12) University of Illinois at Urbana-Champaign. (MAH)

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FOCUS STATEMENTS AND PRIORITIES STATEMENTS OF PUBLIC UNIVERSITIES

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Chicago State University
Focus Statement

Chicago State University is a multipurpose public urban institution of higher education located on the south side of Chicago. It serves a diverse student population which includes individuals from many ethnic and socio-economic groups from the greater Chicago metropolitan area. In addition, Chicago State serves the highest proportion of African-American students of all public universities in the state of Illinois. In addition to pursuing statewide goals and priorities, Chicago State University:

- emphasizes undergraduate instruction in arts and sciences and in such fields as education, business, nursing, and allied health professions;
- provides graduate education at the master's level that builds upon selected undergraduate curriculum strengths;
- promotes access and provides opportunities for populations that have been historically underrepresented in higher education;
- is committed to student success and emphasizes preparing and recruiting students through precollege initiatives, retaining and graduating students, and providing opportunities for career and professional advancement;
- contributes to the economic development and social welfare of the community through research, public service, and outreach programs; and
- encourages and supports scholarly activities and faculty development that enhance learning and instruction.

CHICAGO STATE UNIVERSITY
PRIORITIES STATEMENT

Program priorities at Chicago State University are guided by the university's model for student success. This model includes a three-part agenda: preparing and recruiting students for enrollment at the university through precollege initiatives; retaining and graduating students through academic program improvements and safety nets; and providing students with windows of opportunity for career and professional advancement. All components of the three-part model are reflected in the university's Focus Statement. The statement also includes three additional directions: contribution to the economic development and social welfare of the community; encouraging and supporting faculty development activities that enhance learning and instruction; and achieving excellence in undergraduate instruction. The university has identified the following short-term priorities, and actions necessary to accomplish each priority.

A. PROMOTE ACCESS AND PROVIDE OPPORTUNITIES FOR POPULATIONS THAT HAVE BEEN HISTORICALLY UNDERREPRESENTED IN HIGHER EDUCATION

1. Continue a variety of initiatives aimed at building the university pipeline, including Saturday Academy, Summer Institutes, Advanced Placement Programs, After-School Enrichment Programs, ACCESS Programs, Precollege Consortia Activities and Summer Bridge.

2. Expand and improve articulation with community colleges and high schools to help improve academic skills of entering and transfer students.

3. Support collaborative efforts between CSU and the Chicago Public Schools, particularly such efforts as pertain to the variety of initiatives designed to increase access of CPS students in higher education.

4. Expand and improve programs such as the Public School Partnership for Minority Achievement program and the Minority Enhancement program.

5. Develop and initiate academic programs that respond to the problem of underrepresentation of minorities in the health professions.

6. Seek funding to support matching requirements for grants, replacement of outdated equipment and start-up laboratory costs in the Sciences so as to better prepare students in an area where minorities are greatly underrepresented.

B. IMPROVE RETENTION AND GRADUATION RATES THROUGH ACADEMIC PROGRAM IMPROVEMENTS AND SAFETY NETS

1. Strengthen and expand proactive and complementary university-wide retention programs including New Student Orientation, Early Warning/Intervention, Provisional Student Program, Peer Counseling, Retention in the Major and various programs of the Counseling Center.

2. Continue to improve and strengthen Academic Advising through Advisor Training Workshops and other similar initiatives.

3. Continue to allocate resources to build a strong Academic Skills Program to develop basic skills in English, Reading and Mathematics.

4. Provide training to faculty so as to effectively utilize new technologies in the classrooms especially in courses aimed at improving basic skills.

5. Continue and strengthen the Writing Across the Curriculum (WAC) program.

6. Continue the university's various assessment activities including assessment of basic skills, student support services, general education objectives and performance in the major.

7. Link assessment to retention by using assessment results to modify existing programs.

C. PROVIDE STUDENTS WITH WINDOWS OF OPPORTUNITY FOR CAREER AND PROFESSIONAL ADVANCEMENT

1. Seek funding for professionally oriented new academic programs that are responsive to job market needs. Specifically, request appropriation support for the proposed programs leading to Master 's degree in Social work (in cooperation with G.S.U.), Bachelor's degree in Health Sciences and Master's degree in Nursing.

2. Improve and expand internship/cooperative education programs of academic departments and encourage a closer working relationship with the Career Development Center. Continue to support the Career Development Center.

3. Continue and increase pipeline programs with Ph.D granting institutions including the CSU/Minnesota pipeline program, and programs with University of Wisconsin, University of Illinois and Illinois State University.

4. Encourage academic departments to initiate or expand articulation with professional agencies and graduate schools.

D. ACHIEVE EXCELLENCE IN UNDERGRADUATE INSTRUCTION WITH A FOCUS ON GREATER USE OF TECHNOLOGY

1. Infuse computerization and technology throughout all instructional curricula.

2. Continue the annual program review process to enhance the quality and productivity of academic programs in accordance with IBHE guidelines.

3. Encourage excellence among students through formalizing and strengthening the Presidential Scholars and honors programs.

4. Seek funding to establish the Honors College at CSU.

5. Expand and strengthen current initiatives in technology and computerization for delivery of classroom instruction in all colleges and build upon the infrastructure put in place over the past year.

6. Implement improvements in the library in accordance with task-force suggestions.

7. Seek funding to increase tenure-track faculty so as to arrive at reasonable faculty-student ratios and reduce excessive teaching loads.

8. Provide training to faculty in instructional technology.

9. Identify resources to recruit high caliber faculty.

E. MAKE IMPROVEMENTS IN THE PHYSICAL PLANT TO ACCOMMODATE ADDITIONAL INSTRUCTIONAL SPACE AND COMPUTER LABORATORIES

1. Restructure the Robinson University Center and other existing buildings to build more classrooms and computer laboratories.

2. Develop and initiate implementation of the long term comprehensive Master Site Plan.

3. Seek funding for deferred maintenance needs that have been neglected for many years for lack of fiscal resources.

F. DEVELOP THE RESIDENCE HALL AS AN ACADEMIC LIVING - LEARNING CENTER

1. Continue to develop and implement policies and plans to integrate academic pursuits with on-campus living initiated when the Residence Hall opened in fall 1995.

2. Develop academic programs and community outreach activities for student residents.

3. Provide expanded access to technology including computer access to residents.

G. CONTRIBUTE TO THE ECONOMIC DEVELOPMENT AND SOCIAL WELFARE OF THE COMMUNITY

1. Expand activities of and seek external funding for the Neighborhood Assistance Center which offers programs to encourage self-reliance among community organizations in such areas as neighborhood development, economic analysis, job creation, affordable housing and environmental awareness.

2. Continue to support and seek external funding for the Gwendolyn Brooks Center for Black Literature which focuses on expanding the humanities on campus as well as in the larger community.

3. Continue various CSU community projects such as the Community Volunteers, Parents Organization, Friends of CSU Scholars, Altgeld Project, Wellness Center, ISAC Collaboration and the Campus Compact for Community Service.

H. ENCOURAGE AND SUPPORT FACULTY DEVELOPMENT INITIATIVES THAT ENHANCE LEARNING AND INSTRUCTION

1. Continue implementation of a university-wide faculty development program involving faculty in course development workshops, grantsmanship activities, technology training, multicultural issues and other activities designed to improve teaching and learning.

2. Strengthen the office of Sponsored Programs so as to encourage research and grantsmanship that support both teaching and learning.

3. Expand and improve the Academic computing Facility to enhance faculty effectiveness in the classroom.

4. Focus on professional development of faculty in new technologies.

Eastern Illinois University
Focus Statement

Eastern Illinois University is a residential campus in east-central Illinois that serves a predominantly traditional, full-time student body and promotes learning and student achievement. In addition to pursuing statewide goals and priorities, Eastern Illinois University:

- offers a comprehensive undergraduate program of liberal studies as a foundation for all students as they seek degrees in the liberal and fine arts, the sciences, teacher education, and other professional programs;

- provides undergraduates breadth through the general education program and depth through a wide range of academic majors;

- provides graduate programs at the master's and specialist's level that are directly related to high quality undergraduate programs or to professional development needs in education;

- supports educators and other professionals in eastern Illinois through programs of continuing professional development; and

- carries out research and public service programs that support instructional priorities.

Eastern Illinois University
FY1997 Priorities Statement

Eastern Illinois University's priorities, to be accomplished over the next several years, reflect the institution's mission and flow from the third cycle of its strategic planning process. The priorities below support the University's vision of being a traditional, quality, residential institution of higher education and learning, and support the strategic plan's five overarching goals, as follows:

1. **Improve quality of education in both undergraduate and graduate programs.**

   Integrate campus-wide assessment with long-term planning.

   Address the recommendations of the Task Force on Faculty Roles and Responsibilities, which include increasing faculty development opportunities in order to improve instruction.

   Enhance international programs by recasting the framework for international activities on campus; include an overseas study component for Honors students.

   Provide additional equipment funds to meet high priority instructional needs.

2. **Attract and retain diverse, highly qualified faculty and staff.**

   Improve faculty and staff working conditions through team building and interest based bargaining.

   Increase the percentage of tenure-track faculty in selected departments by examining overall staffing assignments.

   Continue efforts to increase the number of persons from underrepresented groups in instructional and administrative positions.

3. **Improve university service and outreach.**

   Accelerate utilization of Professional Development Schools.

   Evaluate the efficacy of distance learning activities and web-based instruction.

   Redesign and improve an employee professional development and training program.

4. **Attract and retain a diverse and highly qualified student body.**

Maintain a student body between 10,000 and 10,200 FTE while ensuring that student recruitment is compatible with resources and program offerings.

Increase the mean ACT composite score of entering freshmen and increase the rate at which students graduate.

Increase the number of students from underrepresented groups.

Establish a University College to enhance the lower division educational experience by:

a) increasing the academic content of Freshman Seminar,
b) expanding the number of available sections of Freshman Seminar and
c) increasing the number of Honors classes.

Expand student services provided by the University Union, the Career Planning and Placement Center, University Police and the University Health Service; expand student computer lab hours.

Maintain a 60% return rate for all students eligible to live in university housing.

5. **Increase and improve the management of university resources.**

Increase non-personal services operating budgets for all units.

Improve faculty and staff salary levels for those groups which are undercompensated relative to the appropriate market comparison.

Expand the Continuous Quality Improvement initiative to improve customer service, simplify business processes and increase cost-effectiveness.

Develop funding strategies (such as student fees and/or private fundraising) to implement existing plans to improve university facilities.

Oversee renovation of Buzzard Education Building as a state-of-the-art facility and pursue funding to complete planning for Booth Library remodeling.

Complete planning and begin implementation of a financial records (accounting) system.

Increase support for sponsored credit in adult and continuing education.

Enhance the summer school budget.

Revise the campus master plan for the University's facilities and grounds.

Governors State University
Focus Statement

Governors State University provides junior- and senior-level instruction leading to bachelor's degrees and graduate-level instruction leading to master's degrees. Many of the University's students have multiple commitments to family, job, and community. In addition to pursuing statewide goals and priorities, Governors State University:

- makes higher education accessible to groups historically underserved in higher education, as well as to traditional students, and offers courses at convenient times and at convenient off-campus locations and work sites;

- while affirming the value of traditional approaches to teaching, incorporates innovative, instructional techniques utilizing advanced communications and learning technologies and encourages the development, adaptation, and use of alternative learning strategies;

- emphasizes successful program articulation with the community colleges in its region and the provision of baccalaureate-completion and master's level career advancement opportunities in fields with employment potential;

- encourages and supports research and artistic creativity to maintain the professional abilities of the faculty and the vitality of the teacher-student exchange;

- encourages and leads the economic and social development of its region and, in partnership with community colleges, links its teaching, research and service activities to regional needs; and

- provides a global perspective in an interdependent world across its curricula.

GOVERNORS STATE UNIVERSITY
FY1998 PRIORITIES STATEMENT

Governors State University's priorities for FY1998 and the planning period reflect the University's Mission and the goals established through the strategic planning process. These goals and strategies are identified below.

University Strategic Planning Priorities

Goal 1 Make quality higher education accessible to groups historically underserved. Achieve an appropriate balance, maintaining both quality and access.

Establish the following degree programs that respond to changing workforce needs:

Integrative Studies degree program that offers an interdisciplinary, multicultural, ecologically and technologically-based, and future-oriented curriculum to prepare students for the rapidly changing economy and for continuing learning;

Bachelor and Master of Arts degree programs in Early Childhood Education with specializations in methods of teaching and infant studies at the master's level in response to expanding state support for such programs and limited number of certified faculty;*

Master of Arts degree program in Bilingual/English as a Second Language in response to the critical demand for bilingual and ESL educators in the Chicago area;

Bachelor of Health Sciences degree program designed to provide associate-degree level students graduating from health programs to obtain an interdisciplinary core in addition to selecting one or more sequence areas to complete their degrees to meet the rapidly changing health care field; and

Master in Social Work degree to create a knowledgeable, uniquely skilled, diverse supervisory corps that meets the demand for human services professionals especially to meet public sector and, specifically, state agency demands.

Fully implement the Writing-Across-the-Curriculum program to assist faculty in integrating writing-intensive courses into all disciplines and establishing a writing center to assist students.

Provide support for the Student Outcomes Assessment Program for each academic discipline to measure quality and productivity based on a series of measures, including student success in reaching their academic, personal, and professional goals.

Support salary increases for faculty and staff at the level appropriated by the legislature.

Improve student access to the university and academic programs and expand enrollment in response to regional student demand:

Provide adequate faculty staffing in high-demand programs with accreditation standards that limit faculty-student ratios as well as programs that are experiencing enrollment growths beyond their faculty capacity.

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* We have talked to Irving Harris of the Harris Foundation about creating an Early Childhood Development Center at GSU.

Continue to provide financial assistance for students enrolled for fewer than six hours through HECA funded LEAP program.

Increase student scholarships through the University Foundation fund-raising initiatives.

Maintain affordable tuition levels for students through minimal increases as guaranteed in the university's four-year tuition and fee plan.

Improve the campus physical environment to enhance teaching/learning activities. The capital projects listed below represent two years of unfunded major repair and renovation initiatives projects for the university.

Replace aging heating and cooling equipment by replacing the power plant chiller and the swimming pool piping, and upgrade the electronic security and fire alarm system. Replace cooling tower cells, basin, and pump; and replace motor control distribution center.

Expand additional classroom space by constructing a second floor to an existing space in E and F wings, over 10,000 square feet will be added for classroom space. Upgrade the science laboratories' utility supply infrastructure. Upgrade computing laboratories to accommodate additional student demand and instructional space. Upgrade acoustical and lighting quality of classroom television facility.

Address deferred maintenance issues in the university's physical plant.

Fund rising utility costs due to increases in rates and space.

Goal 2 **Integrate cultural diversity into every facet of university life, not as an end in itself, but as an opportunity to build a sense of shared purpose (community).**

Address topics recommended by the university-wide Committee on Cultural Diversity and Sense of Community including student recruitment, retention, and advancement through open forums and other materials.

Continue existing support programs that target minority students:

Dr. Herbert D. Odom Minority Student Mentoring Program that provides personal and professional development experiences for minority students,

Project HOPE, the HECA funded support program for Hispanic high school students, and

Latino Student Recruitment Program includes networking, recruiting, and a scholarship program.

Increase the number of faculty hires from underrepresented groups by ensuring appropriate candidates are included in the pool through rigorous search processes, including the use of select consultants.

Infuse curriculum and other programs with an international dimension:

Set up service infrastructure to support and promote international exchange programs for faculty and students,

Pursue ongoing partnership initiatives with Egypt, China, Germany, and Siberia.

Continue activities of the International Business and Global Trade Research Institute to provide international trade training to managers and government officials.

Goal 3 **Make informational technologies (including instructional and distance learning technologies) available to and used by all units throughout the University.**

Increase students' educational access through expanded use of informational technology.

Provide expanded library services to on-campus and off-campus sites through network capabilities.

Expand student access to computing support through improved and added computer equipment, software and support staff with resources from a student technology fee.

Expand faculty roles and responsibilities to include utilization of technology in course development and instruction.

Provide faculty training in the utilization of interactive electronic classroom and programming that links higher education institutions and secondary schools in the region.

Explore alternative delivery systems for offering degree programs.

Goal 4 **Expand GSU's service connection with the region to assist in economic, social, and educational development and provide staff and students with "real world" problem-solving learning experiences.**

Continue regional development projects sponsored by the South Metropolitan Regional Leadership Center addressing housing, education, transportation, and land use planning.

Foster regional informational sharing and interaction on public policy through the federally funded LINCOLN: The Learning In Community On-Line Network.

Continue the Learning in Context Project and its focus on teaching/learning activities in the Ford Heights Youth Development.

Continue utilization of external academic program advisory groups to assist in program review and desired student outcomes assessment to assist in workforce preparation for our students.

Illinois State University
Focus Statement

Founded in 1857, Illinois State University is the oldest public institution of higher education in Illinois with a tradition of instruction, research and public service in support of business, industry, and government. The University enrolls a high percentage of traditional college-aged, full-time students. It has a diverse and multi-cultural undergraduate and graduate student population. In addition to pursuing statewide goals and priorities Illinois State University:

- focuses on undergraduate education, master's degree programs that build upon undergraduate strengths, and selected doctoral programs with its highest priority on the provision of high quality undergraduate teaching and learning;

- maintains and develops liberal arts and professional programs and is distinguished as a leader in the art and science of education at all levels; and

- provides statewide leadership in identifying the needs of Illinois schools and, through coordination with other colleges and universities, developing and delivering programs tailored to meet them.

Illinois State University
Priority Statements and Priority Actions
Fiscal Year 1997

Illinois State University's mission and focus statements establish goals of offering the premier undergraduate education among Illinois public universities while providing graduate programs of excellence that build on strong undergraduate programs. The statements also endorse the University's state-wide leadership role in education. The University actively supports the state-wide goals of improving achievements of students from underrepresented groups, maintaining the affordability of higher education, and improving workforce preparation. In addition, the University will devote resources to protect the state's investment in its facilities and infrastructure. Finally, the transition to a new governing board structure necessitates the creation of a short term goal that focuses upon completing this transition.

The sections below identify specific University priorities and actions for fiscal year 1997 that support these goals. These actions will be supported primarily through reallocated funds, but may also serve as the basis for fiscal year 1998 budget requests to continue and advance several initiatives.

GOAL: PROVIDE THE PREMIER UNDERGRADUATE EDUCATION IN THE STATE

Priority 1: **Implement and Assess the New General Education Curriculum**

Actions:
1. Implement the third year of the general education reform pilot project, including assessment and refinement of inner core courses, initial offerings of inner core and outer core courses, and continued development of new outer core and capstone courses. This revised program will be submitted to the Academic Senate for adoption no later than spring 1997.[1]
2. Complete the initial set of assessment projects of the general education pilot program and the learning communities program.[2] A new university-wide assessment committee will address the articulation of general education and baccalaureate degree learning objectives.

Priority 2: **Incorporate Instructional Technology in the Undergraduate Experience**

Actions:
1. Expand the renovation of general classrooms to incorporate multimedia and new technologies.
2. Plan for the implementation of Phase II (FY98) of the technology tuition increase.
3. Expand student access to networked workstations through improvement of computer sites and/or extended access hours at existing facilities.
4. Expand support services to facilitate the acquisition, use, and maintenance of both hardware and software, including electronic library and information resources, networked computer laboratories, and a campus "help desk".
5. Accelerate the incorporation of quality instructional technologies into specific courses and programs through increased faculty development activities in the use of these technologies.
6. Expand the number of residence hall rooms wired to the campus network.

Priority 3: **Promote Faculty Excellence in Teaching and Involvement in Student Learning**

Actions:
1. Review and, as necessary, stimulate revision of the faculty appointment, annual evaluation, promotion, and tenure process to strengthen rewards for high quality teaching and innovations in teaching and student learning.
2. Establish the Center for Instructional Excellence in order to provide stronger institutional focus and improved support for faculty and graduate student development in areas of instruction and learning assessment.
3. Promote excellence in the annual Undergraduate Research Symposium.[3]
4. Complete strategic planning for the allocation of vacant tenure track faculty positions to be responsive to evolving programmatic needs.
5. Conduct a comprehensive review of the roles and utilization of non-tenure track faculty and recommend changes to ensure these resources are best allocated to facilitate student learning.

Priority 4: **Improve Retention and Time-To-Degree**

Actions:
1. Implement the new University College[4] to provide an academic home for new freshmen and undeclared majors and to improve coordination of academic support services for this important group.
2. Based on its broad impact including student achievement effects, refine and expand CONNECTIONS, the freshman learning communities program.
3. Develop a program of early access to university courses for talented students concurrently enrolled in University High School and in local high schools.
4. Complete development of the new Academic Progress Alert System,[5] an "early alert" grade reporting system for students in 100-level courses, for implementation fall 1997.

Priority 5: **Develop and initiate a plan to improve academic preparation of new students.**

Actions:
1. Review and revise new student admission criteria and processes.
2. Increase the involvement of departments and faculty in the recruitment of new students.
3. Review and reorient university-wide merit-based financial support to enhance recruitment of better prepared students.

GOAL: STRENGTHEN GRADUATE AND RESEARCH PROGRAMS OF EXCELLENCE

Priority 1: **Complete the Review of the Graduate School**

Actions:
1. Evaluate and implement recommendations to improve the effectiveness of this administrative unit.
2. Complete the review of the use of graduate assistantships and tuition waivers, including funding issues and linkage to the University Mission, Focus Statement, and Priority Statements.

Priority 2: **Review and Strengthen Graduate Programs**

Actions:
1. Develop a database for review of graduate programs.
2. Complete a review of graduate programs as part of statewide review.

3. Evaluate and implement appropriate recommendations from reviews of graduate education programs.

Priority 3: **Review the Structure and Functions of the University Research Office (URO) and Allied Activities**

Actions:
1. Ensure that the functions and structure of the URO appropriately support the generation of external funds for faculty and student research and for graduate student support.
2. Review University programs that are intended to encourage the submission of external applications as a means of enhancing external funding.
3. Clearly define and articulate the role of faculty research as a means of improving the educational preparation of graduate and undergraduate students and as a means of improving workforce preparation.

GOAL: ASSERT THE UNIVERSITY'S STATE LEADERSHIP ROLE IN EDUCATION

Priority 1: **Enhance Teacher Preparation Programming**

Actions:
1. Review and refine the professional development program for year-long teacher preparation in Wheeling Public Schools and add additional sites in FY97.
2. Use the results of University, IBHE, ISBE, and NCATE program reviews to restructure early childhood, middle school, elementary, secondary, and special education teacher preparation programs to incorporate national accreditation standards, specific learning outcomes assessment, and expectations for professional partnerships with schools.

Priority 2: **Expand Access to Graduate Education Programming**

Actions:
1. Address the University's state-wide leadership responsibility in education by offering a program of coordinated graduate education opportunities to residents in the Chicago area and other selected areas in the state.
2. Identify appropriate cohort groups in Chicago, East Peoria, and Oglesby for graduate degree completion.
3. Utilize distance learning technology including compressed video and the Internet to support these cohort degree activities.

GOAL: IMPROVE MINORITY STUDENT ACHIEVEMENT

Priority 1: **Improve Minority Student Access**

Actions:
1. Increase the involvement of faculty and students in specific outreach efforts for underrepresented groups.
2. Increase communication, recruitment, and partnership activities at community colleges to promote transfer of underrepresented students.
3. Increase funding for scholarships and other financial aid through targeted programs in Institutional Advancement.
4. Strengthen the Illinois State University program activities of community outreach groups such as the Associates and CAHNAR groups consisting of community

leaders in minority groups dedicated to encourage minority youth in their preparation and matriculation for university study.

Priority 2: **Improve Minority Student Achievement**

Action: Review and enhance the academic support services now consolidated into the new University College, to assure that these services meet the unique needs of minority students, and thereby impact persistence to graduation.

Priority 3: **Promote Campus-Wide Diversity**

Actions:
1. Provide for campus-wide activities which promote cross cultural understanding among students, faculty, and staff.
2. Utilize the Council of University Studies analysis of how race, ethnicity, and gender are treated in University Studies courses to ensure the inclusion of diversity in the general education curriculum.
3. Strengthen women's studies programming.

GOAL: RESPOND TO THE STATE'S OCCUPATIONAL AND WORKFORCE NEEDS

Priority: **Identify Emerging State Occupational and Workforce Needs and Develop Curricular Responses**

Actions:
1. In the new general education requirements and in major program requirements, strengthen development of the basic liberal arts skills, especially written and oral communication, reasoning and quantitative skills, that are needed for success in the workforce.
2. In both undergraduate and graduate education, expand professional practice, internship and student research opportunities, all of which serve as especially valuable "transition" experiences from academic programs to careers and the workforce.
3. Revise off-campus programs, improve scheduling of on-campus programs, expand weekend and evening course offerings, and explore the use of distance learning technology to facilitate degree completion for employed students.
4. Examine public service offerings to identify areas where successful partnering with community entities could enhance economic development of the region.
5. Identify and develop new curricular program proposals in areas such as social work, arts technology, biochemistry-molecular biology, health care, and safety.

GOAL: MAINTAIN THE STATE'S INVESTMENT IN FACILITIES AND INFRASTRUCTURE

Priority 1: **Prioritize Remodeling, Repair, and Renovation Work**

Actions:
1. Obtain state funding for the remodeling of Julian Hall to accommodate its connection to the new Science Laboratory Building and its reconfiguration for use by science departments and academic services support units.

2. Initiate plans for the renovation and reassignment of space in Felmley Hall vacated by the departments of Chemistry and Biology, once the new Science Laboratory Building is opened for occupancy.
3. Further refine the process for prioritizing needed remodeling and rehabilitation work on campus academic and other buildings to complete needed ADA compliance as well as to upgrade instructional facilities.

Priority 2: **Plan for Construction of Non-State Appropriated Critical Facilities**

Action: Address planning needs related to the beginning of major residence hall renovations, as well as construction of a new parking ramp and Center for the Performing Arts.

GOAL: COMPLETE POLICY AND PLANNING ACTIVITIES CONSISTENT WITH NEW GOVERNANCE STRUCTURE

Priority 1: **Review and Revise Materials Within the Board of Regents Governance Documents Appropriate to the New Board of Trustees**

Actions:
1. Complete personnel transactions procedural revisions defining the matters which require board action and those which require only a report.
2. Complete curricular program transaction procedural revisions defining which matters require board action and those which require a board report.

Priority 2: **Review and Revise Governance Materials Internal to the University in Light of Board Policy Changes**

Actions:
1. Review the Illinois State University Constitution for currency in light of board policy changes.
2. Review the internal governance system for ways to make it more effective in light of board policy changes.

Priority 3: **Review and Revise University Policies and Procedures in the Context of Priorities 1 and 2 to Ensure That There Are Clear Differences Among Policies and Operational Procedures and Guidelines.**

Actions:
1. Review and revise Illinois State University Policies and Procedures Manual.
2. Review and revise faculty and staff handbooks in context of above revisions.

Priority 4: **Integrate Program Review and Planning**

Actions:
1. Refine the budgeting process to make it more responsive to changes called for through the program review and planning process. Strengthen the use of an integrated budget request system and planning model to address reallocation needs of the University.
2. Establish a system to reallocate faculty and other personnel resources to highest priority programs.
3. Refine the planning calendar and communication processes to ensure appropriate involvement of campus governance.

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4. Utilize the NACUBO Benchmarking project to assess five selected support functions. Based upon the success of this activity, consider expanding this process to other critical support areas.

[1]General Education Core Courses - a proposed set of courses to be required of all students that form the coursework in the general education curriculum.

[2]Learning Communities - a program that creates groups of new freshmen who take courses together, are assigned the same advisors, receive the same academic support services, and participate in the same co-curricular group activities.

[3]Undergraduate Research Symposium - an event that recognizes and promotes undergraduate student research opportunities and provides students with the experience of working closely with faculty in obtaining and presenting research results in professional settings.

[4]University College - an organizational "home" for new students and those who have not declared a major. The college will coordinate academic support services, assess skills and competencies, and foster rapid integration into the academic community. The university college will have no faculty, courses, or curricula of its own.

[5]Academic Progress Alert System - an early alert grade reporting program to provide students with information on academic performance early in each semester and direct them to appropriate intervention and support services.

Northeastern Illinois University
Focus Statement

Northeastern Illinois University offers undergraduate and master's level programs providing access to a metropolitan population diverse in age, culture, language, and race. As a commuter campus located in northwestern Chicago, Northeastern Illinois University's student body includes both traditional college-aged and older students. In addition to pursuing statewide goals and priorities, Northeastern Illinois University:

- offers programs at both the baccalaureate and master's levels in selected arts and sciences disciplines, education, and business that are supported by strong student interest;
- offers selected master's programs that build upon the strengths of the baccalaureate curriculum and are tailored to the continuing professional development needs of the clientele served;
- focuses on preparing teachers for the public schools and training educators for community and private employment that rely on undergraduate programs in elementary and secondary education, in the arts and sciences, and in special education;
- supports a specialized research and public service role that complements the University's instructional mission; and
- tailors its programs to student needs and interests and to strengthening its links with the metropolitan community it serves.

NORTHEASTERN ILLINOIS UNIVERSITY

FY1998 Priorities Statement

The University has identified five major goals to be pursued during the planning period from FY1998-FY2002. Specific action strategies are listed under each of these goals for FY98 and the near future.

Goal 1: **Ensuring diversity in student admission, strengthening student learning, improving student retention and graduation rates, and ensuring successful outcomes, including the ability to secure employment and/or pursue further educational opportunities.**

Strategies

- Maintaining an enrollment management system that ensures the recruitment of a diverse student body.
- Assessing retention efforts by analyzing data from tracking mechanisms that monitor academic performance and persistence rates as well as the personal and demographic characteristics related to student access.
- Evaluating programs that support the development of baccalaureate-level skills in reading, writing and mathematics.
- Strengthening ongoing assessments of undergraduate and graduate programs in coordination with external accreditation bodies where appropriate.
- Maintaining an effective general education program and the assessment of student achievement of designated general education outcomes.
- Promoting a positive campus climate for minorities and other student populations.
- Encouraging faculty and staff to pursue teaching techniques that meet the needs of our diverse student body.
- Evaluating and expanding programs such as the Summer Transition Program, Mentoring Program and the Freshmen Year Experience that assist first-year students in their adjustment to collegiate life and reduce the risk of dropout during the first year.

- Promoting the adult literacy program and other selected efforts of the Center for Inner City Studies as incentives for inner city minority populations to discover the Center as a doorway to the opportunities offered by higher education.

Goal 2: **Improving the allocation of present resources through the development of integrated budget, planning and evaluation processes which clearly identify the University's strengths, weaknesses, opportunities, threats, goals, and priorities.**

Strategies

- Encouraging university-wide participation in planning efforts.
- Improving administrative and support operations through increased productivity and the development of necessary policies and procedures.
- Enhancing the University's fund-raising capabilities and grant development.
- Evaluating and revising communications initiatives to internal and external communities.
- Coordinating a focused advertising and marketing effort.

Goal 3: **Providing state-of-the-art academic computing classrooms that prepare students for workplace technologies, as well as facilitating the development of reading, writing and mathematics skills through the use of software applications.**

Strategies

- Expanding faculty development and training workshops on the use and evaluation of computer-assisted instructional technologies.
- Increasing the academic equipment base, particularly computer laboratories and instructional computing classroom facilities, so that students have access to state-of-the-art equipment to facilitate their learning.
- Evaluating the effect of computer-assisted technologies on student acquisition of basic skills.

Goal 4: **Securing the necessary resources to enhance working conditions for faculty and staff and to meet programmatic needs.**

Strategies

- Providing salary increases in order to remain competitive and attract and retain high caliber faculty and staff to maintain and develop quality educational programs.
- Securing new and replacement faculty positions for high demand programs and understaffed programs.
- Replacing old equipment with new movable equipment once the G-Building and Auditorium remodeling is complete, including specialized items for music, speech, classroom and office furniture and equipment for support departments such as University Media Services and Facilities Management.
- Reviewing proposals for the remodeling and expansion of the A and B wings and E Building.
- Designing and constructing various infrastructure repairs and improvements such as the water main and sewer systems, electrical distribution system and the Science Building H.V.A.C. system.
- Installing and activating the fiber optic network system to support video, telecommunication, local and campus-wide applications as well as access to the Internet.
- Installing and implementing the administrative information system.
- Increasing the deferred maintenance base to prevent deterioration of facilities.
- Completing selected capital rehabilitation projects to maintain and improve facilities to meet program requirements as well as external requirements.

Goal 5: **Building upon recognized programmatic strengths in cooperation with other universities and identifying appropriate programs, activities, and centers consistent with the University's instructional and public service missions.**

Strategies

- Strengthening and expanding national and international education opportunities for students.
- Reviewing and assessing the partnership agreements with the Ministry of Education in Moscow and various Russian universities.
- Working with Illinois Higher Education Regional Consortia and other statewide and national initiatives to offer programs cooperatively to serve the underserved.
- Increasing involvement in the metropolitan area by strengthening partnerships with local schools.
- Supporting an off-campus center partnership in cardiovascular research to meet the public service needs of the greater Cook and DuPage County areas.

Northern Illinois University
Focus Statement

Located in a region that includes the north and western Chicago suburbs and the city of Rockford, Northern Illinois University has become a major resource for this emerging metropolitan area. Once primarily rural and agricultural, the University's service region is increasingly complex and cosmopolitan, experiencing rapid population and economic growth. The University's undergraduate students are primarily traditional college-aged. While many students select a residential baccalaureate experience, others transfer to Northern from community colleges, and an increasing number commute for their entire academic program while maintaining employment and family obligations. At the graduate level, a substantial number of the University's students are working adults who enroll on a part-time basis. In addition to pursuing statewide goals and priorities, Northern Illinois University:

- provides a full range of liberal arts and professional undergraduate programs;
- offers master's, specialist, doctoral, and professional programs both on campus and at selected off-campus sites through the region;
- strives to meet the region's need for articulate and responsible citizens, a well-prepared workforce, and opportunities for continuing professional development;
- serves as a regional resource for new knowledge, cultural enrichment, and solutions to contemporary problems; and
- responds to the changing needs of its region through appropriate instructional, research, and public service initiatives and cooperative interaction with other colleges and universities, business, industry, government, and human service agencies.

NORTHERN ILLINOIS UNIVERSITY

Priorities Statement

1996 (FY1998)

Improving Undergraduate Education

- The major priority in undergraduate education at Northern Illinois University for the 1996-97 academic year will be to fully implement the merger of the former academic affairs and student affairs divisions into a consolidated Division of Academic and Student Affairs under the leadership of the executive vice president and provost. The goal of the consolidation is to achieve greater cooperation among personnel and units to enhance the undergraduate experience and to foster an excellent learning environment for students.
- Circulate the report of the Task Force on Improving the Undergraduate Experience which worked during the spring and summer of 1996 to develop ideas for improving all aspects of the undergraduate experience at the university to all campus constituencies, and begin to implement its recommendations.
- Continue to refine and implement assessment plans for the general education curriculum and academic support services. Continue to implement the university assessment plan for undergraduate programs and student services.
- Build on university experience with computer-assisted instruction in freshman English to support faculty in initiating computer-assisted instruction in other courses. The distributive areas of the general education program will be given the highest priority.
- Continue implementation of Phase I of the Illinois Articulation Initiative, and begin implementation of the completed programs in Phase II.
- Place the university catalogs on the Internet, and develop on-line application capability for undergraduate admissions.
- Prepare undergraduate technology programs in the College of Engineering and Engineering Technology for appropriate accreditation.
- Integrate current student databases in Registration and Records, Student Financial Aids, and Testing Services to facilitate better planning for admissions policies and procedures.

Support Changing Needs in Graduate and Professional Education

- Continue to develop and refine "new models" for graduate education appropriate to the university's mission.
- Continue the development and implementation of assessment plans for graduate programs and the J.D. in the College of Law.
- Develop a request for a professional master's degree program in physical therapy (M.P.T.).
- Support the University Libraries' efforts to expand electronic holdings to include full-text electronic journals, monographs, and reference works as resources permit.
- Enhance departmental training of graduate teaching assistants to ensure their effectiveness in the classroom at Northern and in their future academic careers.
- Begin work toward initial accreditation of the Master of Public Health program.

Increase Participation and Achievement of Students and Faculty from Underrepresented Groups

- Continue efforts to increase opportunities for minority students at community colleges to transfer to Northern through the development of new and expanded transfer agreements with feeder community colleges.
- Develop and implement an institutional plan for recruitment and retention of minority students in teacher education programs.
- Continue to foster the inclusion of materials on cultural diversity in the curriculum through annual multicultural curriculum transformation institutes for faculty.
- Work with the Rockford School District and Rock Valley College to develop a program for para-professionals from protected classes who want to earn an undergraduate degree in elementary education or early childhood studies.
- Continue special recruitment and retention efforts for minority and female students in professional programs.
- Continue efforts to recruit minority students into the university honors program.
- Continue activities designed to achieve gender equity in intercollegiate athletics.

Improve the Campus Educational and Work Environment

- Continue peer advising and mentoring activities in academic programs and academic support services, particularly for minority students.
- Continue to evaluate the impact of extended office hours in offices that serve non-traditional students who commute to campus or enroll on a part-time basis and the need for additional services for this population.
- Complete the Computer Lab Master Plan by creating open access computer labs in Faraday Hall and Holmes Student Center.
- Expand the campus high-speed data network in order to provide increased numbers of students, faculty, and staff with access to campus, national, and international communication, computing, and information resources.
- With the assistance of State of Illinois funding, create a new Foreign Language Interactive Multimedia Communications Center to incorporate state-of-the-art technology and methods in foreign language instruction.
- Continue to remodel the basement of McMurry Hall to accommodate expansion of the physical therapy program.
- Refine and maintain market surveys developed in 1996 to assist the university in achieving competitive salaries for faculty and staff.
- Support private fundraising efforts to enhance scholarships, assist in faculty recruitment and retention, and improve facilities.
- Continue development of a multimedia laboratory to support advanced technological instruction and research in the arts.
- Provide additional space for the College of Law in Swen Parson for the Law Review, other law student organizations, and an additional medium-sized classroom.

- Complete programming for the renovation of Gilbert Hall to house the College of Health and Human Sciences. Complete programming for the renovation of Wirtz and McMurry Halls to accommodate space needs for the College of Business and the College of Health and Human Sciences.
- Conduct an evaluation of general classrooms in DuSable Hall and other buildings to determine needed physical and technological improvements.

Serve the Needs of the Region for High Quality Academic Programs

- Develop an evening or weekend off-campus undergraduate degree completion program in business.
- Seek off-campus degree approval for the M.S.Ed. in School Business Management, the Master of Public Administration, and the Master of Science in Taxation at the Hoffman Estates Education Center in the Elgin community college district; the B.S. in Technology at the Rockford Education Center in the Rock Valley community college district; and the Master of Public Administration at the Quad Cities Graduate Study Center in the Blackhawk community college district.
- Install a distance learning classroom at the Rockford Education Center.
- Continue to deliver courses using interactive video technology, involving departments in the planning and design, and providing training for faculty who will use this technology.
- Continue systematic planning for international program activities and study abroad programs, and continue with efforts to internationalize the curriculum.
- Expand service to the community through the work of the externally-funded Manufacturing Modernization Center in the College of Engineering & Engineering Technology.
- Continue to work with the West Suburban Post-Secondary Consortium, the Fox Valley Educational Alliance, and the Manufacturing Education Consortium in Rockford to meet the needs of the western suburbs and Rockford for high quality academic programs.
- Continue to respond to national and regional demand for innovative approaches to workforce training and youth apprenticeship and school-to-work programs.
- Find ways to install additional videoconferencing classrooms on campus, particularly rooms dedicated to specific disciplines with heavy off-campus demand.

Maintain and Improve the Campus Infrastructure

- Complete architectural/engineering planning for renovation of Altgeld Hall, and initiate planning for build-out of the Founders Library basement.
- Develop a comprehensive West Campus Master Plan to provide direction in the future planning of building sites, vehicular circulation and access, pedestrian circulation and access, recreational and athletic facilities, site character, landscaping, and utilities.
- Conduct a feasibility study to determine the need for expanding on-campus child care services and facilities.
- Complete planning for the storm waterway management system and the central campus pedestrian mall project. Finish major repairs on the mid-campus bridge.

- Proceed with Phase I recommendations of the Residence Hall Master Plan as the recommendations apply to Stevenson Towers and with the recommendations from the feasibility studies for the IASBO building and the Center for University Resources for Latinos and Latin American Studies.
- Finalize planning and initiate remodeling for replacement of the Dorland Building roof and the Holmes Student Bookstore.
- Finish replacement of the HVAC system in Wirtz Hall and renovation of the HVAC system in DuSable Hall. Also, replace the Wirtz Hall roof.
- Improve the rigging system in O'Connell Theatre.
- Continue to explore the feasibility of Stevens Building renovation.
- Clean and tuckpoint the exterior of Founders Library. Also, air condition the Founders Library computer lab.
- Continue to remodel and move campus units into suggested locations according to recommendations in the NIU Space Allocation Study. Finalize space reallocation plans for departments moving out of Altgeld Hall.
- Carry out the ADA compliance projects funded by a state grant of $4.8 million, including the installation of elevators, power-assisted doors, sidewalks, ramps, signage, and other access measures.
- Given the approval of state funding for capital repair and renovation projects, the following projects will be implemented: roof replacements for Psychology/Computer Science, Physical Plant, Nursing, and Williston Hall; elevator repair and renovation for Psychology/Computer Science and Founders Library; safety improvements in Stevens; upgrade smoke detection and fire alarm systems in McMurry Hall and Still Hall; boiler replacement for the Social Science Research Institute; Phase III of the Central Campus Pedestrian Mall; replacement of air-conditioning system in Swen Parson; modification of the air conditioner in Faraday Hall with a chilled water connection.

Western Illinois University
Focus Statement

Western Illinois University serves students who enter the institution as freshmen or who transfer after completing academic work at community colleges and other institutions. Most undergraduate students are of traditional college age, enroll full time, and live on campus. In addition to pursuing statewide goals and priorities, Western Illinois University:

- supports a comprehensive general education curriculum and emphasizes baccalaureate degrees in selected education and professional areas while maintaining strong arts and sciences programs;

- supports selected graduate programs with high demand at the master's level;

- sustains a campus environment in which instructional, research, and service activities recognize and meet the needs of a diverse student body and workforce;

- serves the educational and cultural needs of west-central Illinois and provides off-campus instruction through the Rock Island Regional Undergraduate Center and the Quad-Cities Graduate Study Center; and

- continues to develop advanced telecommunications-based instructional delivery systems to meet the education and training needs of Illinois schools and the educational and economic needs of west-central Illinois.

Western Illinois University
FY1998 Priorities Statement

The mission of Western Illinois University is to provide the premier undergraduate education among all public universities in Illinois, and, in selected disciplines, far beyond Illinois' borders. The University has established five priorities to carry out its mission and identified specific actions to move the institution toward these goals.

Support quality undergraduate and graduate education.

- Review undergraduate programs in agriculture, industrial technology, manufacturing engineering technology, family and consumer sciences, individual studies, philosophy, psychology, and the Board of Governors B.A. Review graduate programs in industrial technology, gerontology, psychology, and school psychology.
- Review improvements made to undergraduate education at WIU over the past five years.
- Complete comprehensive review of graduate programs.
- Implement M.B.A. program offerings in community college districts in the Western Illinois Education Consortium upon receipt of site approval by the Illinois Board of Higher Education.
- Transfer resources through internal reallocation to begin operation of the Center for the Application of Information Technologies upon approval of the Center by the Illinois Board of Higher Education.
- Continue study of strategies for timely completion of the baccalaureate degree.
- Continue automation upgrade in the University Library to insure conversion to an access versus collection mode and increase funding for acquisition of books and periodicals by 10 percent.
- Encourage faculty development through workshops, seminars, and consultation services designed to strengthen instruction and clarify faculty roles and responsibilities, with renewed emphasis on preparation of new faculty for classroom roles.
- Expand the preparation of faculty to use computer resources, the Internet, distance learning, and other advanced instructional technology in the classroom.
- Continue development of the WIU writing program which calls for instruction in written expression during all four undergraduate years and requires special writing experiences in all academic majors.
- Continue development of tools for mid-career assessment of baccalaureate-level skills and the assessment of academic achievement in undergraduate program majors.
- Prepare for changes in articulation agreements needed to implement the Illinois Transferable General Education Curriculum for students entering WIU in Fall 1997.

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- Provide support for a summer ethics institute for college faculty.

- Continue to develop program-by-program articulation agreements with Black Hawk College and other partners in the Western Illinois Education Consortium to facilitate community college student entry to upper division programs at WIU.

- Support salary equity initiatives for faculty, staff, chairpersons, and administrators.

- Restore and augment resources for operation line items.

Support laboratory, computer, and telecommunications technology.

- Strengthen instruction by replacing outmoded classroom and laboratory equipment and instrumentation and acquiring state-of-the-art instructional equipment.

- Improve undergraduate computer instruction by increasing resources available for advanced computing applications in degree programs across campus.

- Expand faculty access to appropriate instructional technology resources.

- Continue the development of state-of-the-art electronic multimedia classrooms.

- Support compressed digital audio-video connections to the Western Illinois Education Consortium and other telecommunication consortia; increase resources for funding of line charges.

- Create a new instructional computer laboratory to support courses offered by the Department of Computer Science.

- Explore expansion of Internet connections with Illinois community colleges and K-12 schools.

- Expand services to students by developing a telecommunication system supporting phone-in registration and dial-up access to selected student financial account information.

Support Program Delivery at the WIU Regional Center.

- Upon approval of the Illinois Board of Higher Education, prepare for Fall 1997 implementation of site approvals for the following undergraduate programs to be offered at the WIU Regional Center in Moline:

  B.A. in Communication
  B.B. in Information Management
  B.S. in Law Enforcement and Justice Administration
  B.B. in Marketing
  B.S. in Recreation, Park and Tourism Administration
  B.S.Ed. in Special Education

- Expand course offerings in existing Quad Cities undergraduate programs and provide additional support courses for delivery at the WIU Regional Center.

- Purchase new instructional equipment to support expanded offerings at the WIU Regional Center.

- Provide additional library resources for the WIU Regional Center library. Complete the outfitting of the John Deere Decision Learning Center and purchase computer and technology equipment needed for library use.

- Finalize refurbishment of the WIU Regional Center building in preparation for bringing the facility on-line in Fall 1997.

- Finalize dual enrollment proposal with Black Hawk College, permitting new students to apply for acceptance at Black Hawk and entry into WIU upper division programs upon completion of an associate degree.

Support justice, equity, and diversity initiatives.

- Continue minority graduate assistantship program for up to 20 graduate assistants in programs and offices serving undergraduates.

- Continue the Office of Faculty Development focus on multicultural issues and encourage the integration of multicultural scholarship in undergraduate courses.

- Review WIU progress in the promotion of gender equity in intercollegiate athletics in connection with the 1997 evaluation of WIU programs by the NCAA.

- Continue the Hispanic Program for Educational Advancement, an academic and outreach program designed to increase access, retention, and graduation rates of Hispanic students.

- Support placement of interns through the Minority Internship Program (formerly the Board of Governors Minority Internship Program).

- Under the leadership of the new department chair, evaluate the curriculum of the Department of African American Studies.

- Expand multicultural course offerings in the University's general education curriculum.

Support maintenance and improvement of the University infrastructure.

- Continue to implement changes recommended in the American with Disabilities Act audit completed in 1993.

- Fund and implement a plan to replace noninstructional equipment on a revolving five-year basis.

- Renovate Simpkins Hall to create a fine arts recital hall; renovate Horrabin Hall to provide facilities for ROTC.

- Complete construction of the Campus Recreation Center, scheduled to begin in FY1997.

- Renovate Sherman Hall and Simpkins Hall, installing heating/cooling equipment, sprinkler systems, and general interior improvements, including remodeling the Simpkins Hall Theatre.

- Repair exterior masonry surface on Waggoner Hall and renovate the building's ventilation system.

- Replace electrical system components in Browne Hall.

- Continue to improve the utility tunnel system, providing an additional 1,750 feet of walk-through utility tunnel and 3,000 feet of shallow trench.

- Increase funding available for properly maintaining University facilities.

- Update controls system, replace worn valves, and reconfigure cab interior in the Sallee Hall elevator.

Southern Illinois University at Carbondale
Focus Statement

Southern Illinois University at Carbondale offers a full range of baccalaureate programs, is committed to graduate education through the doctoral degree, and gives high priority to research. It receives substantial federal support for research and development and annually awards a significant number of doctoral degrees balanced among selected liberal arts and sciences disciplines and professional programs. In addition to pursuing statewide goals and priorities, Southern Illinois University at Carbondale:

- strives to develop the professional, social, and leadership skills expected of college students and to improve student retention and achievement;
- supports the economic, social, and cultural development of southern Illinois through appropriate undergraduate, graduate, and professional education and research;
- develops partnerships with communities, businesses, and other colleges and universities, and develops utilization of telecommunications technologies;
- cultivates and sustains a commitment in research and instruction to problems and policy issues related to the region and the state's natural resources and environment;
- strives to meet the health care needs of central and southern Illinois through appropriate health-related programs, services, and public health policy; and
- cultivates and sustains diversity through a commitment to multiculturalism, including international programming.

Southern Illinois University at Carbondale

Priorities Statement

The University has established the following priorities to be accomplished over the next five years.

Improve Recruitment, and Retention and Graduation Rates

- Develop and implement a student recruitment strategy which will include the identification of appropriate market niches that build upon traditions and existing and emerging strengths, and that focus on bridging school-to-work. This activity was initiated in FY95, and the strategy will be in place by Fall, 1996. Annual and five-year goals will be implemented with annual updates.

- Develop and implement measurable collegiate goals for retention, graduation, and time-to-degree. This activity was initiated in FY95, and a campus-wide retention strategy will be in place by Fall, 1996. Annual and five-year goals will be implemented with annual updates.

- Improve the Freshman Orientation Program to enhance the retention initiative. This is a joint enterprise between Academic Affairs and Student Affairs. A joint taskforce has developed a new initiative which will see initial implementation beginning Fall, 1996.

Enhance Undergraduate Education

- Improve the instructional and technological teaching support for the undergraduate curricula. The objective of this initiative is to improve the quality of undergraduate education, and it is an on-going initiative.

- Increase the integration of multimedia technology into classroom and laboratory presentations to increase active student participation. The objective of this on-going and continuing initiative is to improve the quality of undergraduate education.

- Provide continuing support for the acquisition of technology. This is an on-going initiative the purpose of which is to increase the technological infrastructure to directly support the delivery of undergraduate instruction.

- Implement a campus-wide assessment program. In June, 1996, the Campus will submit an overall, campus-wide assessment plan to the North Central Association for approval. Implementation will begin immediately upon receipt of North Central acceptance and approval.

- Implement the B.S. in Physician Assistant program and plan to establish the B.S. in Rehabilitation Services to improve health care services in central and southern Illinois.

The B.S. in Physician Assistant has been approved, and implementation will begin in FY97. Negotiations are currently underway to seek approval of the B.S. in Rehabilitation Services.

- Plan the establishment of the B.A. in Computer Science. This document contains a New Program Request which seeks approval for the degree program for FY98.

- Implement newly approved baccalaureate degree programs and delete, transfer, or consolidate selected associate degree programs in the College of Technical Careers to better meet the workforce needs in Illinois. This is an on-going initiative and, dependent upon IBHE approval of all requests, will be completed on FY00.

- Using collegiate priorities as the benchmark, continue to shift instructional capacity from graduate education and research to undergraduate education to balance the expenditure patterns between graduate and undergraduate education. The objectives of this on-going initiative are to bring the instructional costs of those graduate programs which are above 105 percent of the statewide averages and to reallocate that capacity to improve undergraduate instruction and advisement, which, in turn, will lead to improved graduation and retention rates.

Enhance Graduate Education and Research

- Plan the establishment of the M.A. in Interactive Multimedia and the M.F.A. in Creative Writing. Negotiations are currently underway in terms of the Campus' having responded to technical questions regarding the New Program Requests for these degree programs. Upon receiving approval, the Campus will implement the new degree program as soon as possible.

- Expand collaborative partnerships in research to improve efficiency and reduce unnecessary duplication of effort. This is an on-going initiative which is a component of the planning and budgeting process.

- Enhance programs having existing areas of strength, a high student demand, and the potential for technology transfer not duplicated by other programs in the state. This is an on-going initiative the purpose of which is to use this criterion to identify programs for which New Program and Program Priorities Requests can be developed. This initiative is designed to maintain the quality of the graduate program inventory.

- Cultivate Centers for Excellence with potential revenue streams that cross disciplinary boundaries and focus on the interrelatedness of strong doctoral programs to increase productivity in graduate education. The objectives of this on-going initiative are to leverage strengths in existing graduate programs to increase teaching, research and grant productivity.

- Prioritize graduate programs with a focus on the non-duplicative complementarity with programs in other state universities, occupational demand, adequate support levels, and normative costs. The objective of this on-going initiative is to ensure that all graduate programs in the academic inventory remain economically and educationally justified.

Enhance Minority Participation

- Augment minority faculty and student numbers in all disciplines.

- Promote the recruitment, retention and graduation of minority students.

- Continue proactive recruitment of minority students into graduate education where they are under-represented.

These continuing initiatives are intended to ensure that the numbers of minority students and faculty increase in the disciplines where they are currently under-represented and to strive to increase their numbers in all disciplines to approach statewide averages.

Promote Service to the Region

- Strengthen the University's leadership role in distributed learning and in telecommunications and multimedia technology for the Southern Illinois Collegiate Common Market and for the Southwestern Illinois Higher Education Consortium to provide educational access to students in underserved areas. The results of this on-going activity will also be used to improve the quality of instruction on the SIUC campus at both the undergraduate and graduate levels by utilizing appropriate multimedia and other instructional technologies.

- Expand the ability of Illinois' public and private sectors to compete and to participate in the global economy. This is an on-going initiative which is directed primarily by the Office of International and Economic Development.

- Evolve a comprehensive plan for serving health professions education and research priorities in central and southern Illinois. New baccalaureate degree programs in dental hygiene, physician assistant, radiologic sciences, and mortuary science and funeral service have been developed and will be implemented to address the above-referenced needs. Research needs in the health professions, health education and health policy are being addressed by externally funded interdisciplinary efforts. The University intends to continuall y monitor completion of the 37 recommendations found in the Health Education Task Force Report of 1994.

- Address sound service issues that affect the lives of persons in central and southern Illinois. This is an on-going initiative that draws from a variety of academic expertise in various collegiate units.

Southern Illinois University at Edwardsville
Focus Statement

Southern Illinois University at Edwardsville serves traditional college-aged undergraduate students, with many commuting from the surrounding area, as well as older, part-time, and minority students. The campus offers a balance of instruction, research, and public service programs consonant with its role as the only public university in southwestern Illinois. Southern Illinois University at Edwardsville also administers the School of Dental Medicine at Alton and operates a center in East St. Louis. In addition to pursuing statewide goals and priorities, Southern Illinois University at Edwardsville:

- offers undergraduate programs and master's programs encompassing instruction in education, social services, business, engineering, and the health professions in order to improve the quality of life, economy, health care, and environment in the greater St. Louis metropolitan area;

- emphasizes graduate-level programs that prepare practitioners and professionals in those fields that are particularly relevant to addressing the social, economic, and health-care needs of the region;

- focuses off-campus programs in southwestern Illinois, except in fields such as nursing in which the University is distinctly positioned to offer off-campus completion programs for the entire southern Illinois area; and

- addresses the need for dentists in the central and southern regions of the state through its School of Dental Medicine.

Southern Illinois University at Edwardsville

Priorities Statement

During the past year, representatives from various campus constituencies were involved in a planning process that was sponsored by the Chancellor. Approximately 100 faculty and staff attended several sessions called "Advances" at which they identified the University's vision, values, and challenges. The purpose of this effort is to provide direction to the University as it approaches its 50th year in the year 2007. For the remainder of FY 96, each unit is developing strategies to address the six challenges. The University has refined its priority areas to the six challenges listed below. These correspond to the priorities outlined in the University's four year tuition plan (where noted) and represent both a continuation of initiatives that have been particularly effective and a description of new initiatives designed to move us forward in pursuit of the University's focus, mission, and vision.

A. Create a harmonious University community characterized by integrity, cooperation, open dialogue and mutual respect among individuals with different backgrounds, cultures, and perspectives.

- Continue implementation of the Diversity Plan to include training, educational programs, and activities designed to enhance faculty, staff, and student understanding of diversity (funded through a requested allocation from tuition increase).

- Develop and implement strategies that reward staff who help create a harmonious university climate (existing resources).

- Expand and continue implementation of the following training opportunities: Supervisory Training Program, New Employee Orientation Program, Seven Habits of Highly Effective People, Partners Connections, and Office Professional Series (existing funds).

- Continue implementing an aggressive staff recruitment plan to ensure a diverse work force (existing resources).

- Increase the number of minority faculty and students through the Fund for Minority Recruitment and Retention (existing funds and funded through a requested allocation from tuition increase).

B. Attract, nurture, educate and graduate a diverse, capable student body with a rich mixture of traditional, non-traditional, commuter, and residential scholars.

- Continue the recruitment strategy initiated in 1989 and supplemented in 1992-93 that has resulted in increased applications and enrollments and has increased the residential component of the University.

- Implement retention efforts that strengthen admission standards, provide early intervention for students experiencing academic difficulties, offer tutorial services, encourage academically strong students to participate in honors courses and departmental research activities, and strengthen campus life (existing resources and through a requested allocation from tuition increase).

- Revise and strengthen the student orientation program, with particular attention to the increased number of students living on campus (existing funds and internal reallocation).

- Develop and implement graduate student recruitment and retention plans with the goal of having all programs at an optimal enrollment level(existing resources).

C. Create and implement innovative, exciting, high quality academic programs that foster active, life-long learning partnerships in which students develop the knowledge and skills to be effective leaders in their professions and communities.

- Continue support for the Excellence in Undergraduate Education Fund, with $400,000 for faculty developed initiatives supporting undergraduate education (existing funds).

- Continue to refine assessment initiatives by revising midpoint assessment techniques, providing centralized support for unit assessment efforts, and coordinating assessment activities with program reviews (existing funds).

- Continue $500,000 fund for academic computing and $500,000 fund for library acquisitions (existing funds). Increase instructional equipment and library acquisition funds to $1,000,000 each over four year period FY 97-FY 00 (funded through a requested allocation from tuition increase).

- Continue implementing appropriate recommendations from the General Education Report, including: increase access to introductory courses

and decrease student/faculty ratios in such courses (funded through a requested allocation from tuition increase and internal reallocation).

- Continue implementation of the nurse practitioner program (Program Priorities Request).

- Develop and implement an M.S. program in Mechanical Engineering (New Program Request).

- Continue the Excellence in Graduate Education Program to strengthen graduate teaching (existing funds).

- Review and revise graduate admission criteria (no funding necessary).

- Continue support of the Department of Electrical Engineering computer network and to offer specialized computer skills courses through the hiring of a computer network manager (Program Priorities Request).

D. Develop a faculty and staff with a reputation for providing the highest quality educational opportunity, scholarship, and service.

- Implement revised promotion policy, and revise faculty salary plan to emphasize excellence in teaching while encouraging and rewarding scholarly and creative activity (no funding necessary).

- Continue $250,000 allocation to enhance the instructional equipment budget for Internet connectivity for faculty and staff (existing funds).

- Provide resources to train faculty with incorporating technology into the curriculum (existing funds).

- Continue implementation of improved technology, including employee training, for functions such as the campus-wide identification card system and the on-line purchasing system (existing funds).

- Continue regulatory compliance programs designed to address safety training needs and general workplace safety, ergonomics and safety equipment (tuition increase and existing funds).

E. Achieve a symbiotic and synergistic relationship with Illinois and the St. Louis metropolitan area: this means being responsive to community needs and utilizing regional assets that enhance the educational experience, while providing high quality graduates and superior services.

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- Expand distance education for programs within the region, such as the School of Nursing off-campus delivery of a master's program in the Blessing-Rieman College of Nursing (Quincy) and John A. Logan Community College, telemedicine at the East St. Louis Center involving UMSL's optometry program and SIU's School of Dental Medicine (funded by tuition increase, capital and existing funds).

- Use distance education for the development of interdisciplinary courses between the School of Nursing and the SIU School of Medicine (existing funds).

- Expand School of Business course and program offerings through distance education to the following community colleges; Rend Lake, Kaskaskia, Belleville Area, Lewis and Clark, and Olney (existing funds).

- Continue the School of Dental Medicine and St. Louis University joint post-graduate training program in endodontics and explore developing joint training programs between the two institutions in orthodontics and periodontics (existing funds).

- As a result of RAMP 97 program reviews, develop plans for implementing Professional Development Schools in the University's service area and explore consolidating the Instructional Materials Centers of the School of Education into the Lovejoy Library.

- Continue programs for area teachers on-line via the Internet for the math and science education kits (funding from tuition increase and existing funds).

- Continue community support activities in East St. Louis such as Project CARING (which is designed to improve student completion rates, parent involvement in the student's education, and the climate of the Lansdowne Junior High School) and the nurse-managed clinic (Community Nursing Services), the dental clinic, and the optometry clinic in the East St. Louis Center (grants and activity funds).

- Coordinate assessment activities with local community colleges particularly in the areas of writing, critical thinking, and interdisciplinary studies (existing funds).

- Implement an Urban Institute through the East St. Louis Center which would coordinate and share resources of service agencies, municipal governments, health providers, and educators and provide support for research involving the entire urban region with emphasis on the southwestern Illinois metropolitan area (grants and internal reallocation).

F. **Protect, maintain, and develop our physical assets responsibly, in order to support the educational vision and enhance the quality of life for the University and regional community.**

- Complete implementation with SIUC and the President's Office of the Financial Accounting System (existing funds).

- Continue development of the distance education network through the regional consortia (internal reallocation and state grants).

- Complete the Facilities Renovation plan, including provision of new exterior lighting, compliance with ADA requirements for facilities (including Lovejoy Library and the computing labs), enhancement of signage, and improvement of parking facilities (capital and auxiliary funding).

- Continue review of administrative processes to improve efficiencies including: feasibility study on the replacement of the current cashiering system in the Bursar's Office, evaluation of the effectiveness of the procurement card purchasing system, use of bar coding U.S. mail to reduce costs, implementation of centralized leasing/purchasing of copiers, and increasing employee participation in electronic funds transfer of pay and eliminate one or more pay plans for all employees (existing funds).

- Continue community oriented policing initiative begun in FY 96.

- Update and continue implementation of the multi-year Computing Plan for campus wide networking of University computers, including linkages to Internet, support for curricular needs, and access to library resources and services for all faculty, staff, and students requesting the service (funded from tuition increase, reallocation, and existing funds).

- Seek capital funding for continuing renovation of the campus infrastructure, renovation of mechanical systems (upgrade the chilled water distribution system and repair condenser water system), repair and upgrade of roadways, and for renovation of the East St. Louis Center, the School of Dental Medicine, and the Science Building (improve fume hood exhaust system) (capital).

- Construct and prepare to occupy the new Engineering Building (contingent upon capital funding).

- Design and implement improvements to reduce erosion of sensitive lands on campus, and flooding of areas downstream of the campus (existing funds).

University of Illinois at Chicago

Focus Statement

Located in the nation's third largest metropolitan area, the University of Illinois at Chicago offers instruction at the baccalaureate, master's, first professional and doctoral levels. The University conducts research and public service in a variety of fields and ranks among the top universities nationally in attracting external support for these activities. A significant portion of the campus' undergraduate student body commutes, is older than traditional college age, attends part time, and has transferred from other institutions. In addition to pursuing statewide goals and priorities, the University of Illinois at Chicago:

- strengthens the economic and social vitality of the Chicago metropolitan area through its urban land grant mission that emphasizes business and industrial development, health care, school improvement, and enhanced opportunities for minority groups;
- offers instruction, research and public service in traditional fields such as engineering and the arts and sciences complemented and enhanced by a focus on health and medical sciences and services;
- provides off-campus programs in community college districts in the Chicago metropolitan area; and
- has a statewide mission to provide off-campus programs in health sciences and in selected other areas not generally available through other colleges and universities in the state.

Priorities Statement

UIC's vision is to become the nation's leading urban public research university, striving to accomplish the land grant mission in an urban setting. In doing so, it will become a much greater participant in the educational, cultural, community and economic life of metropolitan Chicago. UIC will fulfill its mission by accomplishing the following priority objectives:

Enhance the quality of academic and research programs through aggressive recruitment of the best faculty, students and staff, and by providing a stimulating environment in which to work and study.

- Continue to recruit new senior faculty and support the development of their research programs through a fund that returns to their departments 100% of the ICR they generate during their first two years at UIC.
- Continue the successful Minority Faculty Recruitment Program.
- Support outstanding teaching through the Teaching Recognition Program (TRP). The Council for Excellence in Teaching and Learning will award TRP grants to faculty who demonstrate effective mechanisms for the documentation of quality teaching.

- Continue to encourage faculty leadership development through visiting appointments for faculty Associate Vice Chancellors for Academic Affairs.
- Implement the report of the Promotion and Tenure Task Force this fall.
- Work with the Salary Subcommittee of the Senate Priorities Committee to establish long term salary goals and strategies for faculty.
- Examine data gathered from the exit interview process to understand faculty departures.
- Expand the training program for new teaching assistants in summer 1996.
- Begin the self assessment process and host the North Central Association accreditation site visit.
- Plan for the improvement of undergraduate instruction through upgrades in general student-use computer laboratories and computer instruction programs in the Colleges of Architecture and the Arts, Associated Health Professions, Engineering, Business Administration, Education, Engineering, LAS, Medicine and the Library.
- Improve classroom instruction through a faculty summer curriculum development grant award program sponsored through the Provost's Office and administered through the Council for Excellence in Teaching and Learning.
- Implement an instructional design support program.
- Support the development of Ph.D. programs in Art History, Criminal Justice, Disability Studies, Economics, Environmental Engineering, Health Informatics, Kinesiology, Occupational Therapy, Physical Therapy, Political Science, and Urban Planning.
- Initiate the first program reviews under the new process specified by the Senate Priorities Committee.

Preserve a quality undergraduate and graduate student body consistent with the character of the campus, while recognizing UIC's commitment to an increasingly diverse student body, faculty, and staff.

- Recruit more highly qualified freshmen.
- Review admissions criteria for freshmen.
- Continue to develop campus and college level freshman orientation courses that better prepare students for academic and campus life.
- Continue to improve the priority registration process.
- Strengthen the Honors College by increasing the number of undergraduate tuition waivers and by planning for more attractive and accessible Honors College space and facilities.
- Implement and expand the Guaranteed Professional Programs Admission (GPPA) initiative.

- Continue to enhance the environment for general use and program-specific classroom instruction through the classroom remodeling program.

- Assure enough core courses offerings to guarantee swift movement to degree.

- Expand the pool of salary and research funds for the recruitment of minority faculty.

Nurture collaborative relationships with surrounding urban and suburban elementary and secondary schools in order to improve the quality of education in the region.

- Continue to direct the Local School Council Training program required of all incoming local school board members through collaboration between the UIC College of Education and the Illinois State Board of Education.

- Through the Principals' Center at UIC, assist principals in developing the leadership attitudes and perspectives required to sustain school reform, enhance their management and leadership skills, and provide access to scholarly and applied research.

- Enhance learning for all Chicago area students and dramatically improve classroom practice through UIC's continued involvement with and commitment to the Chicago Annenberg Challenge.

- Through the Small Schools Workshop, serve as a catalyst, facilitator, resource guide and ally to groups of school people who are creating more effective and productive learning environments.

- Provide five programs for Teacher Preparation Certification.

- Through a partnership with the Illinois State Board of Education, the College of Education is heading up a state-wide task force on teacher certification. The project is funded through a $250,000 grant from the MacArthur and Joyce Foundations.

- In partnership with the Chicago Public School System, UIC is one of six universities supporting three programs -- Goals 2000; Summer Bridge; and the Teacher Renewal Program. These programs are designed to improve the academic achievement of students through professional development for elementary and secondary teachers.

Strengthen the UIC Health Sciences Center as an integrated provider of excellent clinical programs and leadership in dealing with the complex health care issues of the region.

- Develop the Rural Medical Education Program, RMED -- an undergraduate and graduate medical education program designed to train family physicians for practice in rural Illinois.

- Continue to develop distance learning capability of the Medical Education Program (INTERMED) which is designed to link public and private health education providers with hospitals, clinics, community colleges, and public schools throughout Illinois.

- Further develop the organizational and operational effectiveness of the Medical Center in relation to managed care.

- Strengthen the UIC Medical Center primary care delivery capability.

- Initiate construction of the ambulatory care facility.

- Support the establishment and growth of a Health Policy Center in the School of Public Health.

- Support the advancement of molecular biology research and teaching through investment in the development of the Molecular Biology Building and its programs.

- Continue planning for the construction of a new building for the College of Medicine.

Strengthen the regional economy through education of a modern labor force, research and development, technology commercialization, and partnerships with business, government and the community.

- Continue to develop the College of Urban Planning and Public Affairs and the Great Cities Program through senior visiting professorships, regular faculty appointments, the Great Cities seed grant program, and the Neighborhood Initiatives.

- Conduct interdisciplinary research, education and service projects addressing the needs of the Chicago metropolitan area through the development of the Great Cities Institute.

- Continue community outreach through initiatives like the degree program offered at El Valor in Pilsen through the College of Business Administration.

Improve management and administrative services that support the campus mission in a cost-effective manner within the financial constraints of the campus.

- Adapt Responsibility Center Management and Budgeting to UIC.

- Implement appropriate recommendations of the Committee on Managerial Efficiencies.

- Analyze course offering availability and student demand.

- Extend the Degree Audit Reporting System (DARS) to Nursing and Liberal Arts and Sciences to improve student advising.

- Continue to improve the telecommunication infrastructure through installation of core campus fiber optics and classroom equipment upgrade.

- Implement the Personnel Register Management System to automate Civil Service registers and applicant data.

- Continue to improve the Employee Development Program.

- Promote the "paperless" campus by continuing expansion of digital printing and electronic communication.

- Address deferred maintenance and infrastructure needs on a planned and continuing basis until all priority needs are addressed.

- Complete the development of the South campus and the expansion area.
- Improve campus appearance and amenities with a view to making UIC one of the most attractive urban campuses in the country.
- Publish a new Campus Master Plan.

University of Illinois at Springfield

Focus Statement

The University of Illinois at Springfield has adopted Sangamon State University's focus statement, which reads:

> Sangamon State University has a broad role in serving the central Illinois region. A junior-senior and graduate level university that also serves lower-level students through cooperation with two year colleges, it offers programs to meet the needs of transfer and adult students as well as residential, traditional-aged students. Located in the state's capital, Sangamon State University has a special mission in public affairs. In addition to pursuing statewide goals and priorities, Sangamon State University:
>
> - emphasizes public affairs and the integration of liberal arts and professional studies in its curricula;
> - emphasizes developing and implementing improvements in program articulation, facilitating the transfer of community college students, and promoting inter-institutional cooperation;
> - concentrates graduate offerings in selected disciplines that are able to share faculty and coursework in a mutually supportive environment; and
> - organizes instructional, public service, and research programs that are within the programmatic priorities of the university.

Priorities Statement

The following assumptions underlie the development of the FY 1998 planning priorities:

- As has been the case since 1992, the organization of the planning priorities is based on the campus's 1992 Strategic Plan. The headings in this priorities statement are based on the goals listed in the 1992 Strategic Plan.
- The priorities themselves are largely continuous with those presented in RAMP submissions from the last several years.
- In contrast to the past several years, the listed priorities are principally those related to budget decisions. Although many ongoing activities will continue to be supported and are essential to the well-being of the campus, the planning priorities focus mainly on areas of major concern likely to be reflected in Fall 1996 budget discussions with IBHE staff.

Support the enhancement of teaching and learning.

- Continue to move toward implementation of a full four-year undergraduate curriculum.
- Enhance the campus's special mission in public affairs through development of a doctorate in public affairs.
- Strengthen educational quality by hiring and maintaining a critical number of faculty, allocating faculty resources effectively, and prioritizing faculty hires.
- Continue implementation of the campus assessment program with special emphasis on discipline-based graduate assessment.
- Augment program quality by developing relevant performance indicators, refining curricular offerings, enhancing advising, and seeking program accreditation where appropriate and feasible.
- Establish a mutually reinforcing relationship between scholarship and teaching and support the ability of faculty members to contribute to the mission of the campus by enabling them to pursue research activities that enhance the educational process, expand knowledge in their fields, participate in activities that integrate the perspectives of various disciplines, and apply knowledge in solving societal problems.

Pursue controlled enrollment growth while ensuring a high quality, diverse academic community.

- Modify UIS's enrollment plan in response to UIS's development plan and changes in curricular commitments.
- Continue the campus's commitment to cooperation with community colleges with emphasis on implementation of the Illinois articulation initiative.
- Attract and retain a high quality, diverse student body.
- Continue to develop and respond to opportunities to deliver curricular offerings to underserved areas via interactive telecommunications, on-site instruction, and other forms of instructional delivery.

Strengthen the intellectual and cultural climate on campus.

- Provide additional ways to engage faculty members and students in intellectual dialogue outside class, including the scheduling of a fuller complement of activities that enhance educational experience such as lectures, films, displays of creative work, and dramatic presentations.

- Augment the sense of community on campus by providing appropriate campus life and athletic activities that support the inclusion of all students.

- Ensure that the curriculum of each academic program is inclusive of the perspectives of women and minorities and that the campus environment offers a positive climate for all students.

Maintain and enhance the campus's infrastructure.

- Continue to seek funding for a new classroom building to accommodate larger classes and facilitate nontraditional as well as traditional teaching methods.

- Continue to work with Lincoln Land Community College to develop the Rural Education and Technology Center.

- Upgrade and enhance telecommunications, computer, scientific, and other technical equipment.

- Address staff and faculty salary issues to achieve market parity and to correct salary inequities.

Pursue partnerships with external entities.

- Continue to pursue partnerships with external entities as exemplified in the emerging Springfield Project, in the campus's support of educational opportunities for minority and at-risk students, in the proposed joint venture with Lincoln Land Community College to assist the area's manufacturing and service industries, in the career specialist project with the Department of Commerce and Community Affairs, and in various other partnerships with public, private, and nonprofit sector entities.

- Continue the imperative of maintaining beneficial relationships with all minority groups in the community.

University of Illinois at Urbana-Champaign

Focus Statement

As the state's most comprehensive public university campus, the University of Illinois at Urbana-Champaign provides instruction at the baccalaureate, master's, first-professional, and doctoral levels and conducts basic and applied research in a broad array of fields. Many of the campus' academic programs have achieved national repute for both instruction and research. The vast majority of both undergraduate and graduate students attending the Urbana-Champaign campus are of traditional age, enroll full time, and live on or adjoining the campus. In addition to pursuing statewide goals and priorities, the University of Illinois at Urbana-Champaign:

- carries out its traditional land-grant mission by focusing on instruction, research, and public service in agriculture and engineering, along with comprehensive programs in the arts and sciences and other fields;
- offers professional education in law, veterinary medicine, business, and architecture; and
- provides off-campus instruction and public service on a statewide basis in agriculture and engineering and in fields not generally available at other universities.

Priorities Statement

In October of 1993, Chancellor Aiken initiated the Academic Plan for the Year 2000 which included an 18-month planning process, focusing on ten major areas of concern, involving faculty, staff, and students of the university, as well as key constituents. The results of that process have been reported in a document entitled, Framework for the Future, which appeared in final form in May of 1995. The report includes seven major planning principles and many related goals which will be cited here. In total, the report identified 134 initiatives. At the beginning of each academic year, the campus will assess the progress made toward achievement of these initiatives in the previous year and will gradually refine the plan.

UIUC shall invest in people.

- Recruit the very finest faculty, primarily at the junior level, and encourage their long-term commitment to Illinois, while holding them to the highest standards of performance in the classroom and on the broader professional platform.
- Achieve 100 percent salary parity with peers by the year 2000 in order to retain the best faculty.
- Recruit the best graduate students in all disciplines in which graduate degrees are offered.

- Move as quickly as possible toward competitive stipends for graduate assistants.

- Make the campus a good place for staff and academic professional personnel to work, so that students and faculty can benefit from the talents, experience, loyalty, and dedication of this important segment of the university community.

- Bring the size of the faculty, the graduate student body population, and the undergraduate student body into appropriate balance.

- Serve the increasingly diverse population of Illinois by recruiting promising undergraduate, graduate, and professional students from underrepresented groups, and by significantly narrowing the gap in graduation rates by the year 2000.

- Diversify the disciplinary representation of graduate students from underrepresented minority groups.

- Build a faculty and administration that includes women and members of minority groups of all levels, making significant progress by the year 2000.

UIUC shall build upon its traditional preeminence and advantages as a center for a broad range of scholarship and research.

- Promote the transfer of knowledge to and from the society of which the university is a part.

- Bring research into the classroom through active learning.

- Capitalize on research involvement as a teaching tool.

- Provide central support for research facilities of a collective nature.

- Assure that the work of faculty is supported with adequate office, laboratory and studio space, and that appropriate institutional support of other kinds is provided.

- Secure the highest possible measures of institutional flexibility.

- Preserve and enhance the Library and lead in the design and implementation of the Library of the future.

- Encourage interdisciplinary efforts to explore the meaning for society of new computing and communication technologies.

UIUC shall accord full value to its teaching mission, preparing students for professional life, leadership, and citizenship in a changing world.

- Create mechanisms to enable and encourage students and faculty to take full advantage of their time together at the University of Illinois at Urbana-Champaign.

- Create a Teaching Advancement Board.
- Improve academic advising.
- Reward teaching excellence more effectively.
- Develop mechanisms to ensure consistently high quality of graduate programs across the campus.

UIUC shall invest in its facilities and organizational environment.

- Secure the plant in the long term with judicious financing of life-cycle costs in all buildings.
- Improve the use and condition of instructional space.
- Increase and improve the space devoted to student activities outside the classroom.
- Ensure the smooth and efficient operation of the university in the fulfillment of its mission.

UIUC shall intensify its exploration and use of new teaching and information technologies and build on its historic strengths in information and computing.

- Take full advantage of existing and new learning technologies in delivering instruction.
- Optimize coordination of electronic resources across the campus.

UIUC shall strengthen its strategic engagement in international studies throughout the institution.

- Build upon the university's strength as a center for international scholarship.
- Encourage the undergraduate students to broaden the skills and perspectives that will permit them to flourish in an increasingly international world.

UIUC shall invigorate its commitment to outreach and partnerships.

- Establish Partnership Illinois (Π), a new initiative to bring faculty expertise to bear on the educational, technological, economic, social, and cultural challenges facing Illinois and the broader society.
- Keep the public fully informed about developments on the campus.
- Enhance cooperation with other institutions both independently and through a variety of consortia and associations.
- Employ a range of strategies to build bridges between the campus and the world.

In November of 1995, Chancellor Aiken made his first progress report to the Urbana-Champaign Faculty-Student Senate related to the implementation of the Framework for the Future initiatives as of October 1, 1995. By then he had asked a member of his cabinet or another member of the campus administration to assume primary responsibility for implementing each action item in the Framework and to incorporate those objectives into their work plans for the year. In addition, he had identified persons to assume a secondary responsibility in helping with these projects. Those individuals were asked to analyze the progress to date on the initiatives to which they were assigned and to indicate whether the initiative had been completed, was in process, was initiated, was in planning, or had not yet been acted upon. Progress toward achieving the objectives had been made on 90 percent of the objectives, but very few had been completed as of October 1, 1995.

Since that time, the campus officials charged with dealing with the various initiatives have been working with faculty, academic professionals, staff members, and students to address the many goals and tasks identified, in accordance with the following statement from Chancellor Aiken:

> "The achievements of this campus have been historically, and are today, both distinguished and outstanding. Our challenge is to build upon the legacy of the past, to enhance and improve our educational programs, particularly in light of today's changing federal, state, financial, demographic, and technological environment."

In May of 1996 all of those campus administrators who were asked to assume primary responsibility for one of the Framework initiatives will be asked to present a progress report to the Chancellor, who will then respond throughout the summer months and will again report to the Urbana-Champaign Faculty-Student Senate and the rest of the campus community next fall.